

407 WORKFORCE DEVELOPMENT

EFFECTIVE DATE: 10/01/18

REVISION DATE: 05/17/18

I. PURPOSE

This Policy applies to AHCCCS Complete Care (ACC), ALTCS/EPD, DES/DDD (DDD), and RBHA Contractors. Overseeing the development of the provider workforce is a function of the Contractor's network management responsibilities. The purpose of this Policy is to describe Contractor requirements to monitor and collect information about the workforce, collaboratively plan workforce development initiatives including the recruitment and employment of AHCCCS members into healthcare roles, and when necessary, provide direct assistance to providers in order to develop the workforce.

II. DEFINITIONS

None

III. POLICY**A. GENERAL**

AHCCCS, Contractors and provider organizations, work together to ensure that members receive services from a workforce that is qualified, competent, and sufficiently staffed.

AHCCCS is responsible for establishing workforce development policies including worker and workplace practices. AHCCCS's Office of Healthcare Workforce Development analyzes current and future healthcare trends, forecasts the workforce capacities and competencies needed to address these trends, and assists Contractors and providers by mobilizing governmental and community resources as necessary to strengthen Arizona's healthcare workforce.

Providers are responsible for acquiring, developing, and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.

The Contractor shall ensure that workforce and development processes are aligned with AHCCCS workplace and workforce development policies. The Contractor is responsible for monitoring the performance of its network and for assisting AHCCCS with developing forecasts and plans concerning the WFD needs of Arizona's healthcare system.

The Contractor shall ensure that subcontracted provider organizations are deploying a qualified, sufficiently staffed workforce that capably provides services to AHCCCS members in an interpersonally, clinically, culturally, and technically effective manner.

B. MAINTAIN AN OPERATIONAL INFRASTRUCTURE FOR WORKFORCE POLICY MANAGEMENT

The Contractor shall perform specific workforce monitoring, data collection, planning and technical assistance as follows:

1. Maintain an operational infrastructure for workforce policy management to implement the requirements of this Policy,
2. Designate a staff member with experience and expertise in workforce development to oversee the Contractor's workforce development responsibilities, and
3. Ensure that resources are available to monitor provider workforce development activities, collect workforce data, produce a workforce development plan, ensure subcontracted personnel are receiving the training required by AHCCCS policy, and provide technical assistance to provider organizations to improve their workforce development programs if determined necessary.

C. WORKFORCE DEVELOPMENT PLAN AND IMPLEMENTATION PROGRESS REPORT

The Contractor shall produce a Workforce Development Plan (WFD) in collaboration with providers, AHCCCS members and their families, and other stakeholders, including but not limited to, other Contractors, and industry, education and community groups. The WFD Plan shall describe the goals, objectives, tasks, and timelines to develop the workforce. The WFD Plan shall be submitted as specified in Contract.

The WFD Plan shall include the following:

1. Short and long term strategic WFD capacity and competency requirements (e.g. addressing health professional shortage areas, and integrated care),
2. Forecast of anticipated workforce capacity (size, job types, etc.) and competency (skills and workplace support) needs,
3. Specific WFD goals,
4. Description of the actions to be taken to implement WFD initiatives, such as programs to recruit AHCCCS members to seek employment in various roles within the AHCCCS healthcare system, and

5. Description of how stakeholders, members, families and the general public will be involved in the development and implementation of the WFD Plan.

The Contractor shall maintain a general assessment of the progress of the WFD Plan and shall formally assess and submit a written WFD Implementation Progress Report of overall progress as specified in Contract. The WFD Implementation Progress Report(s) shall include:

1. Progress being made toward the achievement of statewide WFD goals as well as Contractor specific – provider network identified WFD goals, and
2. A summary of technical assistance activities provided to provider organizations.

D. MONITOR PROVIDER WORKFORCE DEVELOPMENT ACTIVITIES

AHCCCS policies, guidance documents, manuals, plans, and contract(s) may include training and/or competency requirements. As part of the routine audit and compliance monitoring process of providers the Contractor shall ensure the following:

1. All AHCCCS required training content or competency descriptions are incorporated into the appropriate orientation, education or training program and evaluation processes and are made available to provider personnel,
2. Providers have processes for documenting training, verifying the qualifications, skills and knowledge of personnel, and retaining required training and competency transcripts and records, and
3. All initiatives specified in the WFD Plan are routinely monitored and evaluated.

E. WORKFORCE DATA

The Contractor shall collect and analyze required and ad hoc workforce data. These data include but are not limited to the following:

1. Proactively identifying potential challenges and threats to the viability of the workforce,
2. Conducting analysis of the potential impact of the challenges and threats to access to care for members,
3. Developing and implementing interventions to prevent or mitigate threats to workforce viability, and
4. Developing indicators to measure and monitor workforce sustainability.

F. PROVIDER TECHNICAL ASSISTANCE

On an as needed basis, the Contractor shall provide technical assistance to providers to develop, implement, and improve workforce recruitment, selection, evaluation, education, and training and retention programs. The Contractor shall determine the need, scope, and the most effective and efficient methods for providing technical assistance to providers. Potential examples of technical assistance include but are not limited to the following:

1. Workforce development planning,
2. Talent identification and acquisition,
3. Competency based training and development programs and systems,
4. Workforce retention and promotion strategies, and
5. Workplace culture development.

The Contractor's technical assistance activities shall be reported on the WFD Implementation Progress Report(s).